Dynamic System Model of Organic Fertilizer UMKM In West Java: Integration of Systemic Analysis and Value Innovation

Thalita Syifa Fatimah[1], Puspo Dewi Dirgantari [2]
Ratih Hurriyati [3], Disman Disman [4], Helmi Mulyana[5]

[1,2,3,4,5] Universitas Pendidikan Indonesia, Bandung, Indonesia
ithafatimah@gmail.com

Abstract. Organic fertilizer MSMEs play a crucial role in supporting sustainable agriculture in Indonesia, particularly in West Java Province, a key national horticultural hub. Despite growing demand due to farmers' awareness of the impacts of chemical fertilizers, these MSMEs face systemic challenges such as limited innovation, unstable raw material supply, weak policy support, and distribution issues. This study develops a dynamic model of competitive advantage for organic fertilizer MSMEs using a system thinking approach. Three MSMEs Lembang Organic, Layangsari Agro, and Palintang Organic served as case studies. The research process included identifying system problems, mapping causal relationships with causal loop diagrams (CLD), locating leverage points, and developing intervention scenarios based on systemic narratives. It also involved designing impact pathway maps and intervention matrices. The analysis revealed three key system loops: the innovation and market demand-driven growth loop (R1), the policy and institutional legitimacy loop (R2), and the balancing loop concerning raw material supply and production costs (B1). Five strategic levers were identified: product innovation, farmer education, local raw material strengthening, integrated policy, and improved market access. The study also applies the blue ocean strategy to escape price-based competition by promoting value innovation rooted in local potential, sustainability, and product differentiation. This systemic model offers a foundation for policymaking and strategic support for MSMEs, while contributing to the literature on local-level green agribusiness system dynamics.

Keywords: Dynamic Systems, System Thinking, Organic Fertilizer, UMKM, Blue Ocean Strategy, Competitive Advantage

1 Introduction

The ecological crisis faced by the Indonesian agricultural sector today demands a paradigm shift from conventional agricultural practices to environmentally friendly sustainable agriculture [1]. One of the main problems in conventional agricultural systems is the decline in soil fertility due to the accumulation of chemical residues from the intensive use of inorganic fertilizers [2]. Based on data from the Directorate General of

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Agricultural Infrastructure and Facilities, more than 40 percent of agricultural land in Indonesia has experienced moderate to severe degradation due to dependence on chemical fertilizers. To address this, national policies encourage increased production and use of organic fertilizers as part of a transition strategy towards sustainable agriculture [3].

This opportunity is what Micro, Small, and Medium Enterprises (MSMEs) engaged in the organic fertilizer sector, especially in West Java Province, are trying to fill [4][5]. West Java is one of the provinces with the largest farmer population and the largest horticultural land area in Indonesia, reaching more than 220,000 hectares. In addition, the existence of organic farming communities and farmer cooperatives in several areas such as Lembang, Cilengkrang, and Ujungberung shows a real need for more sustainable agricultural products. However, even though the demand for organic fertilizer continues to grow, MSMEs still experience serious obstacles in building a competitive and sustainable production and distribution system [6].

This study focuses on three MSMEs that represent local organic fertilizer production models in West Java. First, the Lembang Organic MSME, which produces liquid and solid fertilizers from vegetable and livestock waste, and has established partnerships with horticultural farmers in the Lembang highlands. Second, the Layangsari Agro MSME in Cilengkrang District, which not only produces fertilizers based on local soil microbes, but also initiates a reforestation movement based on coffee farmers. Third, the Palintang Organic MSME based in Palintang Village, develops a production model based on village communities and agricultural waste banks, and practices the integration of planting systems and waste processing. All three represent local-based approaches that try to answer sustainability challenges, but still face structural constraints such as dependence on fluctuating raw materials, high operational costs, limited technological innovation, and weak distribution networks [7].

Various studies show that the main challenges of MSMEs in the organic fertilizer sector lie not only in the production aspect, but more in their inability to manage complex system dynamics. According to [8], such a system is characterized by high interrelationships between variables, feedback loops, time delays, and non-linearity. Increased production due to increased demand, for example, can put pressure on the availability of raw materials, which in turn increases costs and reduces efficiency [9]. Conversely, increasing product innovation without being balanced by market education only creates demand stagnation. This problem cannot be solved through a linear and sectoral approach, but requires systemic mapping of all elements that form the dynamic structure of organic fertilizer MSMEs.

Furthermore, in the context of market competition, organic fertilizer SMEs also face pressure from chemical fertilizer products that still dominate the market due to cheaper prices and more established distribution [10]. SMEs cannot compete in the same market space without building value-based differentiation advantages. In this case, the blue ocean strategy approach as developed is very relevant [11]. This strategy invites business actors to get out of the red ocean competition zone by creating new untapped market space, through value innovation. For organic fertilizer SMEs, this can be done through a combination of local product innovation, ecological education for farmers,

community-based distribution, and sustainability narratives rooted in local social and cultural contexts.

Therefore, a conceptual and methodological framework is needed that is able to map and analyze the competitive advantage system of organic fertilizer MSMEs as a whole. The system thinking approach was chosen because it is able to describe the causal relationship in layers and simultaneously between elements in the system. By mapping the causal loop diagram (CLD), leverage points, and simulating intervention scenarios in a systemic structure, this model allows policy makers, MSME actors, and local communities to see which points are the most strategic to intervene. On the other hand, the integration of the blue ocean approach is expected to be a practical strategy for building sustainable competitive advantages without having to enter a price war or structurally exhausting competition.

Thus, this study is not only intended to identify the constraints faced by organic fertilizer MSMEs in West Java, but also to develop a dynamic system model that is able to represent the structure of relationships between the main variables in the system, evaluate the impact of possible strategic interventions, and formulate alternative strategies based on value innovation and sustainability orientation [13]. This study is expected to provide academic contributions to the literature on dynamic systems in the agribusiness sector, as well as provide policy recommendations and practical strategies based on local realities and the transformative potential of MSMEs themselves.

Thus, the research framework is built on the synergy between competitive advantage theory, blue market strategy, system thinking and system dynamics, local economic development, and green entrepreneurship. This combination allows researchers to not only describe the existing conditions of organic fertilizer MSMEs, but also develop strategic and simulation models that can be used as decision-making tools in designing policy interventions and sustainable system-based business strategies.

The diagram above illustrates a visual framework for research based on a systems thinking approach, designed to understand the systemic relationship between key variables in the development of competitive advantages of organic fertilizer MSMEs in West Java. This approach aims to map patterns of interrelated interactions in a dynamic system, not just discontinuous linear relationships.

This framework of thinking starts from the factor of farmer awareness of the environment, which is one of the main drivers of increasing market demand for organic fertilizers. This demand then becomes a trigger for MSMEs to increase production capacity. In this system, production capacity is also influenced by two other important factors, namely the availability of local raw materials and support from local policies and institutions such as local governments, cooperatives, and financing institutions.

Furthermore, increasing production capacity provides space for MSMEs to innovate products and differentiate, which are important components in creating competitive advantage. This advantage does not only come from the aspects of cost and product quality, but also from the ability of MSMEs to create social and ecological added value that is relevant to the principles of green entrepreneurship and blue ocean strategy. By achieving competitive advantage, MSMEs can expand their markets and strengthen their business positions sustainably [11,14].

Ultimately, the competitive advantage of MSMEs becomes a real contribution to strengthening the local economy, through job creation, increasing community income, and optimizing local resources. The relationship between these elements is feedback-based, meaning that changes in one part of the system will have an impact that spreads to other parts, and in turn affects the system as a whole in the long term.

The systems thinking approach helps researchers and stakeholders understand these dynamics holistically, avoid the trap of short-term solutions, and design interventions based on a comprehensive understanding of the system. Therefore, this framework is not only a theoretical foundation, but also a strategic guide in making decisions about local economic development based on green MSMEs [15].

2. Methods

This study uses a system thinking approach with the system dynamics modeling method to build and analyze a dynamic model that describes the competitive advantage of organic fertilizer MSMEs in the context of strengthening the local economy in West Java. This approach was chosen because the system studied is complex, dynamic, and consists of many elements that interact with each other in a pattern of causal relationships, feedback, and time delays. System thinking is used as a conceptual framework to build a holistic understanding of the system, while system dynamics is used as a modeling and simulation tool to represent system behavior in the form of structural and numerical models [16, 8].

The model developed in this study aims to understand how variables such as MSME production capacity, raw material availability, market demand, product innovation, and local policy support influence each other in creating and maintaining competitive advantage. Through this approach, not only the relationship between variables is mapped, but also how changes in one element of the system impact the overall behavior of the system over time. This allows exploration of various policy and strategy scenarios, such as raw material subsidies, innovation training, or strengthening local distribution, whose impacts on MSME competitiveness can be analyzed in a measurable and systemic manner.

Model development was conducted using system modeling software such as Vensim PLE, as it is flexible for multi-scenario simulation and visualization of systemic relationships [16, 15]. Input data were obtained through system studies, systemic observations, public documentation, and structured discussions with key system actors. No surveys or statistical tests were used, as the purpose of this study was not for population generalization, but for learning models and system exploration based on a dynamic approach.

3. Results And Discussions

3.1 Causal Loop Diagram (CLD)

The system model is formulated in the form of a causal loop diagram that maps the relationships between key variables. Several key loops are identified:

1. Reinforcing Loop 1 (Innovation and Growth)**:**increased demand → increased production → increased income → increased innovation → increased competitiveness → increased demand.
2. Balancing Loop 1 (Capacity and Raw Materials)**:increased** production → increased need for raw materials → decreased availability of raw materials → increased costs → decreased production capacity.
3. Reinforcing Loop 2 (Policy Support)**:**policy intervention → increased capacity → increased product quality → increased market adoption → increased policy legitimacy.

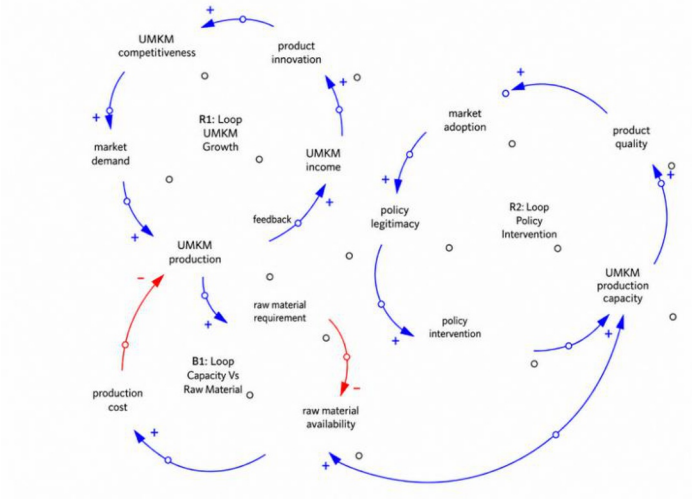

Fig. 1. Causal Loop Diagram (CLD)

Source: Author's Work

This diagram shows that the organic fertilizer UMKM system is very sensitive to the dynamic relationship between market, production, and external support. Increasing capacity without strengthening the raw material structure will create pressure on the system and disrupt growth.

The first loop is the MSME Growth Loop (R1) which is reinforcing. This process begins with an increase in market demand for organic fertilizer. This increase in demand encourages MSMEs to increase production volume. When production increases, the income received by MSMEs also increases. Higher income allows MSMEs to invest in product innovation, whether in terms of fertilizer formula, packaging, or distribution systems. This innovation then strengthens the competitiveness of MSMEs in the market, making their products more easily accepted and relied on by consumers. This increased competitiveness will again spur market demand for organic fertilizer products, so that the growth cycle continues to rotate. The characteristics of this loop indicate the existence of a continuous reinforcing relationship which, if not disturbed by structural barriers, can increase the scale and sustainability of MSME businesses.

The second loop is the Policy Intervention Loop (R2), which is also reinforcing. In this loop, policy intervention from the government or supporting institutions plays a central role. When intervention is given, for example in the form of raw material subsidies, training, or infrastructure assistance, this has a direct impact on increasing the

production capacity of MSMEs. With greater capacity, MSMEs can produce better quality fertilizers. Increased product quality encourages market adoption, where more consumers, especially farmers, start using MSME products. This increased adoption creates legitimacy for the policies that have been implemented, giving policy makers confidence that their interventions are effective. This legitimacy ultimately encourages the government to extend or add policy interventions in the future, thus forming a continuous reinforcing cycle between policies and MSME performance.

However, this system also contains potential structural constraints as depicted in the Capacity versus Raw Material Loop (B1), which is counterbalancing. When MSME production increases in response to market demand, the need for organic raw materials such as agricultural waste or livestock manure also increases. If this need exceeds the availability of local raw materials, there will be a shortage. This scarcity has an impact on increasing production costs because MSMEs must find alternative sources of raw materials that are more expensive or far away. The increase in costs will then suppress production capacity because operational costs become inefficient. With reduced production capacity, overall MSME production will decrease, which in turn reduces competitiveness and slows business growth. This loop shows that the system has natural limits that need to be managed so that they do not become obstacles to strengthening competitive advantage.

These three loops interact with each other in a complex dynamic system. The reinforcement loop drives growth and innovation, while the balancing loop signals the presence of structural pressures that arise if production capacity is not accompanied by good supply chain management, especially related to raw materials. Therefore, the strategy to strengthen MSMEs is not enough to rely only on innovation and policies, but must also consider the sustainability of raw material supplies and the efficiency of the distribution system. Understanding these loops provides important insights for policymakers, business actors, and supporting institutions to design strategic interventions that are not only oriented towards short-term results, but also pay attention to the stability of the system in the long term.

3.2 Impact Analysis of Interventions on the System: Systemic Intervention Map

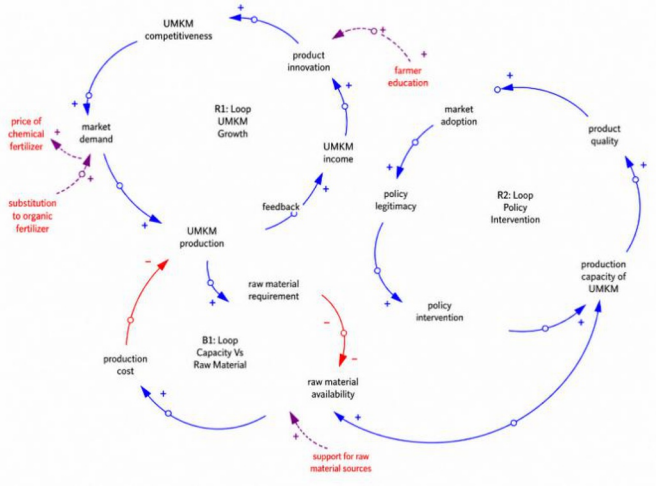

Fig. 2. Systematic Intervention Map

Source: Author's Work

The figure presents a systemic intervention map based on the system thinking approach in the competitive advantage system of organic fertilizer MSMEs in West Java. The diagram is arranged in the form of a Causal Loop Diagram (CLD) which has been annotated with five main strategic interventions, namely: I1 - product innovation, I2 - farmer education, I3 - raw material strengthening, I4 - integrated policies, and I5 - market distribution access. The five interventions are mapped into strategic points in the system, which directly affect the reinforcing loops and balancing loops that regulate the behavior of the system as a whole.

Intervention I1 (product innovation) is included in the product innovation variable as the main trigger for competitive growth through increasing quality and differentiation. Interventions I2 (farmer education) and I5 (access to market distribution) play a role in increasing market demand for organic fertilizer by raising consumer awareness and opening more effective distribution channels, both of which play a role in strengthening the MSME growth loop (R1). Intervention I3 (strengthening raw materials) is directed at the raw material availability variable as a response to pressure in the balancing loop (B1), namely pressure on production costs due to the imbalance between production and supply of materials. Meanwhile, intervention I4 (integrated policy) is embedded at the point of policy intervention to encourage increased production capacity, product quality, and legitimacy in the market, all of which strengthen the R2 loop (policy support).

Through the integration of these five interventions, the CLD image provides a clear picture of how each intervention contributes to the dynamics of the system. Interventions do not only work in one direction, but form a reinforcing cycle that influences each other and strengthens the stability of the system in the long term. This map shows that strengthening the competitiveness of organic fertilizer MSMEs is not enough to be done partially, but must be through a systemic and simultaneous approach at various strategic points in order to produce sustainable, adaptive, and contextual changes to local challenges in the green agribusiness sector.

3.3. Impact Pathway Map

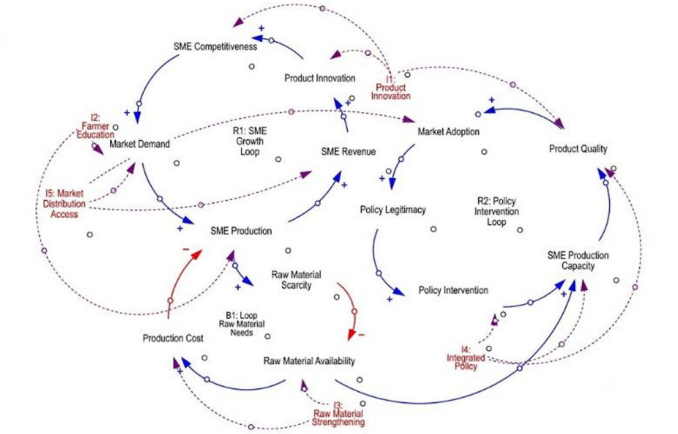

Fig. 3. Intervention Impact Pathway Map

Source: Author's Work

The figure above illustrates the systemic impact pathway of five strategic interventions on the competitive advantage system of organic fertilizer MSMEs. With the impact pathway mapping approach, each intervention is modeled not only as an independent variable, but as a structural driver that flows through systemic variables such as product innovation, market demand, raw material availability, to policy legitimacy. This impact pathway is visualized through purple broken arrows, which indicate the direction of influence and the interconnectedness between system nodes. This model shows that systemic change does not occur linearly, but rather as a result of complex interactions between loops that are strengthened or weakened by the right interventions. Thus, this visualization is not just a technical tool, but a conceptual tool that strengthens a holistic understanding of how intervention strategies can change the direction and speed of MSME growth sustainably.

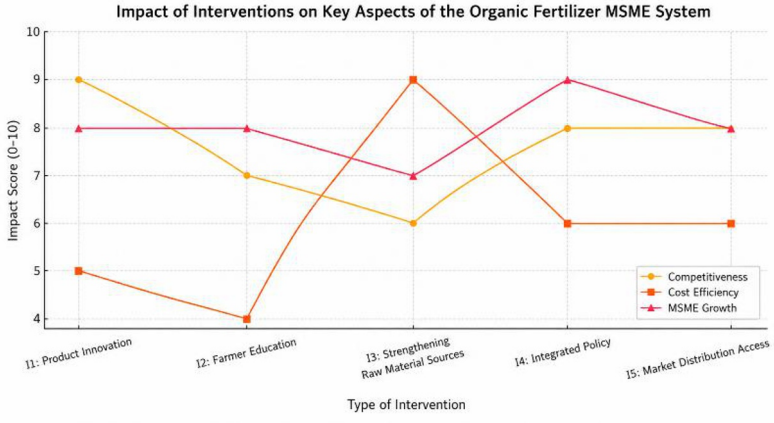

Fig. 4. Intervention Impact Pathway Map

Source: Author's Work

The diagram illustrates the relative impact of five strategic interventions on three main aspects of the competitive advantage system of organic fertilizer MSMEs, namely competitiveness, cost efficiency, and business growth. This assessment is conceptually structured based on the intervention pathways identified in the system thinking model, and confirmed through an analytical approach to the causal structure shown in the Causal Loop Diagram.

The visualization results show that intervention I1, namely strengthening product innovation, has the highest contribution to increasing the competitiveness of MSMEs, with an impact score reaching 9. This reflects the position of innovation as the main trigger in the reinforcing loop, which has an impact on product quality, market adoption, and competitive differentiation. However, its impact on cost efficiency is still moderate, considering that innovation tends to require large initial investments, before providing long-term efficiency effects.

In contrast, intervention I3, namely strengthening local raw materials, has the highest score in terms of cost efficiency. This intervention suppresses structural pressures in the balancing loop, especially in stabilizing fluctuating raw material supplies, so that production costs can be reduced. However, although it contributes to growth and competitiveness, its impact on these two aspects is relatively more moderate than other interventions.

Intervention I2, in the form of farmer education, has made a major contribution to the growth of MSMEs and increased market demand, but has not had a direct impact on cost efficiency. This can be explained by the nature of education as a medium-term intervention, which first influences market awareness and behavior before causing structural changes on the production side. Meanwhile, intervention I5, namely market distribution access, shows a relatively balanced pattern in supporting growth and competitiveness, especially through expanding product reach to new markets.

Interestingly, intervention I4, which is an integrated policy, was recorded as the only intervention that showed a high score in all three systemic aspects. This emphasizes the importance of adaptive and long-term policy support in creating a healthy business ecosystem. This intervention not only increases production capacity and product quality, but also strengthens market legitimacy and opens up space for cost stabilization.

From the overall analysis, it can be concluded that the effectiveness of an intervention is not only determined by its strength in one particular aspect, but also by its capacity to produce a sustainable systemic impact across variables. The implications of these results indicate that the strategy for strengthening organic fertilizer MSMEs should not be partial, but integrated and simultaneous. This is in line with the systemic approach that is the basis of this study, and in line with the findings in the literature on local economic development based on sustainability as reviewed in articles in nationally reputable journals.

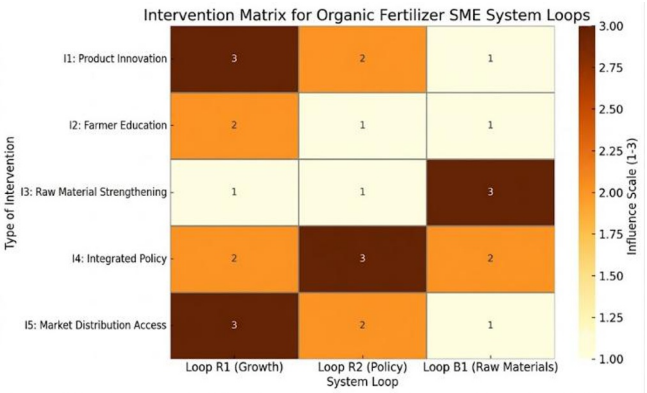

Fig. 5. Intervention Matrix for System Loops

Source: Author's Work

The figure above illustrates the level of influence of five systemic interventions on three main loops in the dynamic system of organic fertilizer MSMEs, namely Loop R1 (MSME growth), Loop R2 (policy support), and Loop B1 (raw material supply tension). This matrix is compiled based on the interpretation of causal relationships in the Causal Loop Diagram and is reinforced by the results of the analysis of the impact path of previous interventions.

From the visualization, it can be seen that interventions I1 (product innovation) and I5 (market distribution access) have a very strong influence on Loop R1, with a maximum score (3), indicating that these two interventions are the main drivers of system growth. Intervention I4 (integrated policy) shows the most dominant influence on Loop R2 with a score of 3, strengthening the role of policy as a structural instrument in increasing the legitimacy and capacity of the system. Meanwhile, intervention I3 (strengthening raw materials) has the most significant influence on Loop B1, also with a score of 3, confirming the importance of local supply management in maintaining cost stability and production capacity.

In contrast, intervention I2 (farmer education) showed a moderate effect on Loop R1 and low on the other two loops, indicating that its effects are more medium-term and require support from other interventions to accelerate its effects. This finding strengthens the argument that an integrated intervention approach is more effective than a partial approach. This matrix can also be used as a decision-making tool in designing policy priorities, as it shows which intervention points are most strategic to the dynamics of a particular system.

3.4. Discussion of Research Results and Integration of Blue Ocean Strategy

The results of this study indicate that the competitive advantage system of organic fertilizer MSMEs is a complex system formed from dynamic interactions between market demand, production capacity, raw material availability, policy intervention, and innovation. The system thinking approach used successfully revealed the causal relationship structure that forms reinforcing loops and balancing loops in the system. The three main loops identified are: Loop R1 (innovation and demand-based growth), Loop R2

(policy support and market legitimacy), and Loop B1 (limited supply of raw materials as a constraint to growth).

Causal Loop Diagram (CLD) analysis shows that product innovation, if developed sustainably, is able to strengthen the growth loop (R1) through improving quality, differentiation, and market adoption. However, this growth will face pressure from the balancing loop (B1) if the availability of raw materials is not addressed systematically. On the other hand, policy intervention (I4) plays an important role in strengthening legitimacy and production capacity, especially through incentives, training, and fair market access. Farmer education and market distribution also function to expand demand and strengthen the position of MSMEs in the local economic cycle.

These results are supported by the intervention matrix on the system loop which shows that interventions do not have a uniform impact on all loops. Product innovation (I1) and market distribution access (I5) are dominant on the growth loop (R1), raw material strengthening (I3) has the most influence on the balancing loop (B1), and integrated policies (I4) are the main driver in the institutional support loop (R2). Farmer education (I2) serves as a basis for building awareness, but its effects are more medium-term. This proves that the effectiveness of a strategy cannot be determined by the strength of one intervention alone, but by the integration and synergy between interventions in a broader system structure.

The impact pathway map developed in this study further confirms that systemically designed interventions can create layered effects that span multiple nodes in the system. Innovation interventions not only impact product quality, but also income, market adoption, and distribution expansion. Raw material interventions impact cost efficiency and production system stability. Comprehensively designed policies can create institutional guarantees and business climate stability that are the main prerequisites for green sector growth.

When correlated with the Blue Ocean Strategy approach, the results of this study indicate that organic fertilizer SMEs have the opportunity to exit the dense chemical fertilizer market competition (red ocean) towards the creation of new untapped market space. The value innovation strategy as developed by Kim & Mauborgne (2005) is reflected in the combination of local product innovation, strengthening ecological values, and community-based distribution carried out by SMEs. This strategy avoids price-based competition and emphasizes the creation of new values that are not only attractive to farmers as end users, but also to the government and institutions as legitimate partners.

The four main pillars in the Blue Ocean canvas, namely Eliminate–Reduce–Raise–Create (ERRC), are reflected in the systemic strategy of organic fertilizer MSMEs. Raw material intervention serves to reduce dependence on imported materials. Innovation and education create new value in consumer perception and behavior. Integrated policies and distribution strengthen (raise) legitimacy and market access. Meanwhile, business patterns based on efficiency and collaboration indirectly eliminate structural barriers such as asymmetric information and institutional fragmentation.

By combining the system thinking approach and Blue Ocean Strategy, this study concludes that the competitive advantage of organic fertilizer MSMEs is not only determined by production capacity or costs, but by the ability to create a sustainable value

innovation system. MSMEs must be able to manage the complexity of the system through coordinated and local context-based strategic interventions, while building a strong value narrative to access untapped markets. This approach can be a reference for the development of an ecologically based competitive advantage model in the context of Indonesian agribusiness in the future.

4. Conclusion

This study shows that the competitive advantage of organic fertilizer MSMEs is formed by complex and interacting system dynamics, including internal variables such as production capacity, product innovation, and raw material availability, as well as external variables such as market demand, policy intervention, and institutional legitimacy. The system thinking approach through the Causal Loop Diagram (CLD), intervention scenarios, impact pathways, and intervention matrices on the system loop, has succeeded in mapping the causal structure and feedback mechanisms that affect the competitiveness and growth of MSMEs systematically.

The three main loops found Growth Loop (R1), Policy Loop (R2), and Raw Material Balancing Loop (B1) show that MSME growth depends not only on increased production and innovation, but also on supply chain stability and continued policy support. Product innovation and market distribution access interventions play a dominant role in activating the growth loop, while raw material interventions stabilize structural pressures in the system. Policy interventions play a key role in strengthening institutional legitimacy and capacity.

When correlated with the Blue Ocean strategy, this study confirms that organic fertilizer MSMEs have the potential to create new market spaces that do not depend on price competition, but on the creation of ecological value, local sustainability, and community-based distribution approaches. The value innovation strategy implemented through a combination of farmer education, strengthening local raw materials, and product innovation is able to push MSMEs out of the red ocean into a new, more inclusive and sustainable market ecosystem.

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